



Performance-Based Services Acquisition (PBSA) Guide

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Policy & Guidance

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- [OMB Memorandum \(M-01-11\): Performance Goals and Management Initiatives for the F Y 2002 Budget](#)
- [OMB Memorandum \(M-01-15\): Performance Goals and Management Initiatives for the F Y 2002 Budget](#)
- [ASA\(ALT\) Memo, 6 Sep 2001](#)
- [Guidebook for Performance-Based Services Acquisition \(PBSA\) in the Department of Defense](#)
 - [Forward \[pdf\]](#) , [Guidebook \[doc\]](#)
- [USD \(AT&L\) policy on Use of Performance-Based Payments \(PBP\), 13 November 2000](#)
- [DASA\(P\) Memo, 18 June 2000](#)
- [USD Memo, 5 April 2000](#) - USD(AT&L) J.S. Gansler's PBSA guidance states that 50% of service acquisitions are to be performance-based by the year 2005
- [HQAMC RDA-A Memo, 10 March 2000](#)
- [OFPP Report on the Performance-Based Service Contracting Pilot Project, dated May 1 998](#)
- [HQAMC - PBSA Guidance](#) - ~~This is a general site and may include some of the above~~

information.



Regulations (FAR/DFARS)

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- [FAR Homepage](#) (Maintained by GSA)
- Deskbook - [Reference Library](#)

This site can be used to access FAR, DFARS and other FAR supplements, as well as Service and Agency specific reference documents.

- Direct link to [FAR](#) references that are most relevant to PBSA
 - Direct link to [DFARS](#)
 - Direct link to DLA FAR Supplement (DLAD)
- DLA [Procurement Links](#) web page.



FAR Regulations that are most relevant to PBSA

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[FAR Section 1.102](#), Statement of Guiding Principles for the Federal Acquisition System.

FAR Section 2.101, Definitions

FAR Part 7, Acquisition Planning (notably [Subpart 7.5](#) and provisions at [7.105](#)).

FAR Part 10, Market Research.

FAR Part 11, Describing Agency Requirements (notably provisions at [11.101](#) and [11.106](#)).

FAR Part 37, Service Contracting.

FAR Section 37.102, Policy.

FAR Subpart 37.6, Performance-Based Contracting (PBC).

FAR Section 39.104, Information Technology Services. When acquiring information technology services, solicitations must not describe any minimum experience or educational requirement for proposed contractor personnel unless the contracting officer determines that the needs of the agency-

(a) Cannot be met without that requirement; or

(b) Require the use of other than a performance-based contract (see [Subpart 37.6](#)).

FAR Part 46, Quality Assurance (notably provisions at [46.103](#) and [46.401](#))



Training & Conferences

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- [OSD Change Management Center](#) - Requires free registration. As of 7/26/02, the site was under construction, but still offers valuable information.
- [HQAMC - PBSA Training Opportunities](#)
- [Institute for Supply Management \(ISM\)](#) - Training Opportunities and Seminars.
(Membership required to access site)
- [National Contract Management Agency \(NCMA\)](#) - Seminars, training and certifications.
(Membership may be required to fully access site)
- DeskBook - [Training](#)
- [Defense Acquisition Initiatives - Training/Education](#)
- Air Force Logistics Management Agency: [Performance-Based Service Contracting Training](#).
Performance-based training, both web-based and downloadable files.
- Department of the Navy, [Navy Turbo Streamliner](#). This Department of Navy on-line learning site "describes how to implement acquisition reform policies in preparing Requests for Proposal (RFPs) and other contractual vehicles." It has a section on performance-based service and describes the Statement of Objectives (SOO) process.
- National Aeronautics and Space Administration, [on-line performance-based training](#)



Samples & Examples

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- [DA PWS Samples \(CA Studies\), ftp:](#)
- [AMC PWS Samples](#)
 - Environmental Support Services
 - ADPE Maintenance
 - Environmental Site Assessment
 - [Custodial Services](#)
- [Air Force Samples](#)
 - [Air Force Civil Engineer Support Agency Samples](#)
- [DAU Links to Templates](#)
- [NASA Guidance for Writing Work Statements](#)
- [US Navy ABM – Service Contracting: A Desk Guide to Best Practices](#)
 - [Samples](#)
- U.S. Navy [Performance Based Logistics’ Acquisitions](#) program. Includes sample SOW and performance metrics.
- [HHS KnowNet: PBC Desk Reference: PBC samples](#)



Tools and Resources

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- [Seven Steps to Performance-Based Services Acquisition](#)
- [DoD Guidebook for Performance-Based Services Acquisition \(PBSA\) December, 2000](#)
 - [Forward \[pdf\]](#)
 - [Guidebook \[doc\]](#)
- [OSD Change Management Center](#) - Requires free registration. As of 7/26/02, the site was under construction, but still offers valuable information.
- [Office of Federal Procurement Policy](#)
 - [A Guide to Best Practices for Performance-Based Service Contracting, October 1990](#)
 - [OFPP Report on the Performance-Based Service Contracting Pilot Project, May 1998](#)
 - [OFPP Memorandum, Subject: PBSC Checklist](#)
- [DoD Acquisition Deskbook Web Version](#)
 - [Ask a Professor Questions](#)
 - [Acronyms](#)
 - [Keywords](#)
- U.S. Navy [Performance Based Logistics' Acquisitions](#) program. Includes sample SOW and performance metrics.
- [Federal Acquisition Virtual Library](#) - Extensive tools covering all stages in contract management.



FAQ

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- [OSD Change Management Center](#) - Users can register for free membership from site's homepage.
- Deskbook
 - [Ask A Professor Questions](#)
- US Department of Transportation - [Frequently Asked Questions](#)
- HQAMC - [Frequently Asked Questions](#)
- NASA Procurement Office - [Frequently Asked Questions](#)



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- [OSD Change Management Center](#) - Users can register for free membership from site's homepage.
- [Seven Steps to Performance-Based Services Acquisitions Links](#) - Extensive links to DoD and non-DoD sites
- [Office of Federal Procurement Policy](#)
- [DoD Guidebook for Performance-Based Services Acquisition \(PBSA\) December, 2000](#)
- [DoD Acquisition Deskbook](#)
- [US Navy Acquisition and Business Management \(ABM\) web page](#)
- U.S. Navy [Performance Based Logistics' Acquisitions](#) program. The information contained within this extranet site includes sample Statements Of Work as well as performance and supply chain metrics.
- [HQAMC - PBSA Guidance](#) - This is a general site and may include some of the above information.
- [Defense Acquisition Initiatives](#) - Extensive links to DoD and non-DoD sites.
- [GSA's Agency Performance-Based Acquisition Websites](#) - Extensive links to DoD and non-DoD sites.



PBSA Basics

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- [How do I write a Performance Based Statement of Objectives?](#)

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- [How do I write a Performance Based Statement of Work \(SOW\)](#)

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What is the definition of a Performance-Based Services Acquisition (PBSA)?

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"Performance-based contracting" means structuring all aspects of an acquisition around the purpose of the work to be performed with the contract requirements set forth in clear, specific, and objective terms with measurable outcomes as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work.

Source: FAR 2.101



Elements of a PBSA

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There are four essential elements to a Performance-Based Services Agreement:

1. Statement of Work
 - [The FAR on a Statement of Work](#)
2. Quality Assurance
 - [The FAR on Quality Assurance](#)
3. Selection Procedures
 - [The FAR on Selection Procedures](#)
4. Contract Type
 - [The FAR on Contract Type](#)

► Link directly to [FAR Subpart 37.6 -- Performance-Based Contracting](#)

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The FAR on a Statement of Work

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FAR Part 37.602-1 -- Statements of Work.

- (a) Generally, statements of work shall define requirements in clear, concise language identifying specific work to be accomplished. Statements of work must be individually tailored to consider the period of performance, deliverable items, if any, and the desired degree of performance flexibility (see [11.106](#)). In the case of task order contracts, the statement of work for the basic contract need only define the scope of the overall contract (see [16.504\(a\)\(4\)\(iii\)](#)). The statement of work for each task issued under a task order contract shall comply with paragraph (b) of this subsection. To achieve the maximum benefits of performance-based contracting, task order contracts should be awarded on a multiple award basis (see [16.504\(c\)](#) and [16.505\(b\)](#)).
- (b) When preparing statements of work, agencies shall, to the maximum extent practicable –
- (1) Describe the work in terms of "what" is to be the required output rather than either "how" the work is to be accomplished or the number of hours to be provided (see [11.002\(a\)\(2\)](#) and [11.101](#));
 - (2) Enable assessment of work performance against measurable performance standards;
 - (3) Rely on the use of measurable performance standards and financial incentives in a competitive environment to encourage competitors to develop and institute innovative and cost-effective methods of performing the work; and



The FAR on Quality Assurance

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37.602-2 -- Quality Assurance.

Agencies shall develop quality assurance surveillance plans when acquiring services (see [46.103](#) and [46.401\(a\)](#)). These plans shall recognize the responsibility of the contractor (see [46.105](#)) to carry out its quality control obligations and shall contain measurable inspection and acceptance criteria corresponding to the performance standards contained in the statement of work. The quality assurance surveillance plans shall focus on the level of performance required by the statement of work, rather than the methodology used by the contractor to achieve that level of performance.



The FAR on Selection Procedures

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37.602-3 -- Selection Procedures.

Agencies shall use competitive negotiations when appropriate to ensure selection of services that offer the best value to the Government, cost and other factors considered (see [15.304](#)).



The FAR on Contract Type

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37.602-4 -- Contract Type.

Contract types most likely to motivate contractors to perform at optimal levels shall be chosen (see subpart [16.1](#) and, for research and development contracts, see [35.006](#)). To the maximum extent practicable, performance incentives, either positive or negative or both, shall be incorporated into the contract to encourage contractors to increase efficiency and maximize performance (see subpart [16.4](#)). These incentives shall correspond to the specific performance standards in the quality assurance surveillance plan and shall be capable of being measured objectively. Fixed-price contracts are generally appropriate for services that can be defined objectively and for which the risk of performance is manageable (see subpart [16.1](#)).



What is the objective of a Performance-Based Services Acquisition (PBSA)?

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Maximize performance: Allows a contractor to deliver the required service by following its own best practices. Since the prime focus is on the end result, contractors can adjust their processes, as appropriate, through the life of the contract without the burden of contract modifications provided that the delivered service (outcome) remains in accordance with the contract. The use of incentives further motivates contractors to furnish the best performance of which they are capable.

Maximize competition and innovation: Encouraging innovation from the supplier base by using performance requirements maximizes opportunities for competitive alternatives in lieu of government-directed solutions. Since PBSA allows for greater innovation, it has the potential to attract a broader industry base.

Encourage and promote the use of commercial services: The vast majority of service requirements are commercial in nature. Use of FAR Part 12 (Acquisition of Commercial Items) procedures provides great benefits by minimizing the reporting burden and reducing the use of government-unique contract clauses and similar requirements, which can help attract a broader industry base.

Shift in risk: Much of the risk is shifted from the government to industry, since contractors become responsible for achieving the objectives in the work statement through the use of their own best practices and processes. Agencies should consider this reality in determining the appropriate acquisition incentives.



Sample Statement of Objectives

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The Department of Defense (DOD) is examining its existing exchange structure in order to retain, or improve, the exchange benefit, and streamline the operations and management of the DOD resale system as we enter the next century. Assistance is being sought from industry to answer the following question... "What would be the most efficient and cost effective way to organize and operate our Services exchanges in order to meet Service unique needs, maintain good customer service, ensure competitive pricing and continue support for Morale Welfare and Recreation (MWR)."

Employing a "due-diligence type" methodology, the contractor shall conduct a detailed organizational and financial analysis/study of all functional areas of the current Army and Air Force Exchange Service (AAFES), Navy Exchange Service Command (NEXCOM) and Marine Corps Exchange (MCX) structures (i.e. headquarters, regions, distribution centers, and installation operations within the Services Resale Systems). The results of the study will include, as a minimum, the following:

Upon completion of Phase I of the study, the contractor will provide:

- (1) An evaluation of each functional area of exchange operations.
- (2) The identification of feasible organizational options to the Oversight Board that would accomplish the objectives identified above. The universe of feasible organizational options will include as a minimum, the current exchange structure as a baseline and those options proposed by the contractor. It may also include options proposed by the Services.
- (3) An evaluation and comparative analysis of those organizational options selected by the Oversight Board on the basis of cost, risk, service unique needs, benefit and return on investment.

(4) Recommendations based on the results of the evaluation and comparative analysis that



Suggested Format of a Performance- Based SOW

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SOW Format

- Section 1: Description of Services
- Section 2: Service Delivery Summary
- Section 3: Government Furnished Property and Services
- Section 4: General Information
 - Appendix 1: Definitions
 - Appendix 2: Workload Data
 - Appendix 3: Government Furnished Property
 - Appendix 4: Reference Publications
 - Appendix 5: Maps
 - Appendix 6: Required Reports
 - Appendix 7: Support Agreements
 - Appendix 8: Contingency Requirements
 - Appendix 9: Transition Plan
- Quality Assurance Surveillance Plan

*This only one of several possible SOW formats. The user should tailor the format of their SOW to meet their specific needs.

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SOW Basics

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General

- Focus on desired outcomes & results
 - Tell the service provider “What” not “How”
- Define measurable performance requirements
- Comply with commercial terms and conditions
- Include incentives to encourage innovation
- Include projected workload data
- Cite specific reference instructions
- Performance insight, not oversight

Tips

- Work with your customer and vendors to create a contract that will best fit your mutual needs.
- Ask yourself what the offerer needs to do to meet your customer’s needs
- Don’t specify procedures unless absolutely necessary
- Minimize references to directives that mandate how a service is to be performed
- Determine the factors you will use to measure the performance of the contractor (i.e. error rates, customer wait time, cost control, returns). Are they observable and measurable.

Language

The use of correct terms is critical to the successful construction of your contract. The SOW should consist of active verbs and requirements should be expressed concisely and specifically. For example, the word “shall” is binding and unconditional, whilst the word “will” is not. The word “may” is permissive and non-binding. The word “can” is not a verb and should not be used in a contract.



Checklist

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Checklist for Determining SOW Adequacy

- Does the work statement contain only essentials (actual minimum requirements)? Did you eliminate "nice to have" items?
- Has extraneous material been eliminated? (Ask yourself the following: Does it tell the contractor what they are responsible for? Is this necessary in order for the Government to obtain required results?)
- Is background or other introductory information readily distinguishable from the contract objectives and requirements?
- Is the work statement sufficiently detailed to permit the prospective contractor to estimate costs, to tabulate the labor and other resources needed to accomplish each task or phase of the work?
- Are specific duties and end results set forth in such a way that the contractor will know exactly what is required of them; that the Government representative who monitors performance and signs acceptance reports can tell whether the contractor has complied with the requirements as stated in the contract?
- Does the statement explain the interrelationship between and how tasks are related to desired results and deliverables?
- Does the statement identify constraints and limitations?
- Does the statement contain standards which will make it possible for all parties to measure performance?
- Is there a time-phased requirement for each activity to be completed or time to be delivered? If elapsed time is used, is it clear whether the time will be counted as calendar days or as work days?
- Have all requirements for data been specified?
- Are proper quantities shown?



SOW Examples

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Generic Examples:

[PBSC SOW for Installation of Furniture](#)

[PBSC SOW for Maintenance During Lease to Own](#)

[PBSC SOW for Language Training](#)

Actual Full Length Examples:

DLA - [Operation and Maintenance of Defense Fuel Support Point Guam](#)

DLA - [OSD Change Management Center's On-site Training and Assistance for DRMS](#)

Department of the Army -

[Performance Work Statement for Outside/Grounds Pest Control Services](#)

Department of the Navy - [Hazardous Waste Management](#)

Department of the Navy - [Mini Stock Point SOW](#)

More Examples



PBSC SOW For Installation of Furniture

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Work shall include the expeditious assembly, installation, and/or relocation of modular/systems furniture and equipment, both inside and outside of various locations. Some structures are multiple levels with virtually none having elevators. Typical items are modular furniture, partition panels, file cabinets, and shelving. Most new items will require assembly straight from the carton. All carton materials and additional debris will be required to be removed from the Air Station and property disposed of, on a daily basis, at contractor's expense.

Installation attachments to walls, floors, and/or ceilings shall be the responsibility of the contractor. Some installations require finish trim after the items are in place and this shall be the responsibility of the contractor. Items such as file cabinets and work surfaces may require leveling, and this shall be the responsibility of the contractor. All tools required to perform the work entailed in this contract shall be provided by the contractor.

The Contractor shall be knowledgeable of the assembly requirements and procedures for the following brands of modular and systems furniture: Brand X, Brand Y, and Brand Z.

The Government will have a Contracting Officer Representative (COR) available during the performance of work to coordinate the placement of all items. In addition, the Government may provide lists and drawings indicating the items to be installed and the placement of those items. At the time the work begins, the Contractor shall designate a responsible employee to supervise work and to coordinate with the COR. The Contractor's supervisor shall be on site during the time any work is being done by the Contractor's employees. Upon completion the COR will conduct an inspection of all items and attachments installed.



PBSC SOW For Maintenance During Lease to Own

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The Contractor shall provide lease-to-ownership service of document production publisher, Brand X model A, with on-line tape storage. The Contractor shall deliver, install, and test machine, without any additional cost to the Government. After installation, the Contractor shall conduct operational test and brief the operational procedures to the bindery operators at the installation site, in accordance with the Contractor's maintenance manual, to provide complete description of equipment operation to permit independent operation as well as preliminary trouble shooting as to misfeeds and other common machine errors which could be addressed and remedied by the operator. Upon the completion of this lease period, title to the machine will automatically pass to the Government without any additional payment under lease-to-ownership service.

Throughout the life of this contract, the Contractor shall guarantee the leased machine to conform to the performance specifications/capabilities specified. At each maintenance or on-call repair service and before passing the machine to the Government upon completion of this contract, the Contractor shall check the compliance with those specifications and, if necessary, overhaul and/or replace applicable parts or assemblies to meet the specifications without any additional cost to the Government.

For the above machine, the Contractor shall perform preventive maintenance services at least once a month during the contract period. Such services shall include, but are not limited to, technical adjustment, cleaning, lubricating, replacement of parts and other services to keep the machine in good condition.

For the above machine, the Contractor shall provide on-call repair services, without any additional charge to the Government, which include all necessary labor, materials and transportation to repair the inoperative equipment including replacement parts for repair.



PBSC SOW For Language Training

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The Contractor shall provide foreign language instruction to adult students that is focused on the (describe desired contextual requirement, i.e., medical and professional fields, political and economic, general interest and conversational skills) typically found in mass-media publications available to the desired foreign language speaking public. Instruction shall include the development of speaking, listening, and reading skills to (insert required standard, e.g., permit comprehension of relevant media or face-to-face conversation). Instruction of job relevant language terminology and usage (of the designated field of interest) is required in all instruction.

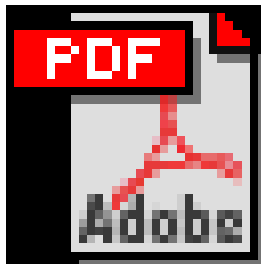
Instruction shall be based on proficiency and communication oriented linguistic and academic educational principles as used in such foreign language learning institutions such as the Department of State, Foreign Service Institute; the Department of Defense, Defense Language Institute; or (insert or substitute other recognized foreign language training center if so desired). The language proficiency levels identified as desired outcomes are as defined by the Office of Personnel Management, and as measured by the Foreign Service Instituted Language Proficiency Test (or substitute other desired testing standard).

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PBSC SOW For Language Training

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Example 1 - [Performance Based Contract](#)

Example 2 - [Contractor Responsibility](#)

Example 3 - [Incentive to Properly Maintain Equipment and Make Timely Repairs](#)

Example 4 - Negative Incentive on Late Performance

Example 5 - Addition or Substitution of Personnel



Example 1: Performance Based Contract

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In performing the requirements of this contract, the contractor will utilize the technical and management approaches proposed in response to the solicitation. The contractor is allowed flexibility in performance of this contract to the extent that performance outcomes specified in Section C of the contract and offered in the proposal are not degraded. Both parties recognize the contractor's proposal in response to the solicitation as the baseline for performance.

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Example 2: Contractor Responsibility

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- a. Work to be performed and required deliverables shall be described in task orders to be placed against the contract by the Ordering Officer and shall be within the parameters of one or more of the general tasks listed below.
- b. As may be required to perform the level of effort described in the task order, the Contractor shall furnish all labor and facilities; fabricate, assemble, receive, inventory, verify, package, store, and ship material and equipment necessary for the performance of these efforts. The Contractor shall acquire or procure those incidental material items necessary to complete tasking.
- c. The Contractor is solely responsible for the technique, which will be used to fulfill the terms of this Statement of Work (SOW). Further, the Contractor remains solely responsible for control and supervision of employees while performing under this contract.
- d. The Contractor is solely responsible for the safety of employees while working on-board ships, when working in tanks and confined spaces. The contractor shall comply with all regulations relating to shipboard industrial safety, equipment tag out, and environmental control and shall perform atmospheric safety certification when work is required in tanks and unventilated spaces.
- e. The contractor shall ensure that all contractor personnel performing electrical and/or electronic work are CPR certified.
- f. The contractor shall provide certification for welders and shall ensure that these and any other contractor personnel requiring certification carry a copy of their certification at all times while performing under this contract.
- g. The contractor shall be responsible for obtaining any passports and visas that may be



Example 3: Negative Incentive on Late Performance

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DELAYS (a) The contractor is required to make every effort to complete each service without delay or detention. Costs due to any type of delay not caused by the Government shall be at the contractor's expense. The Contractor shall receive a deduction of 50,000 Italian Lire for each hour of delay that is not adequately evidenced in writing as indicated in the clause entitled "Reduction in Price for Late Performance of Services". (b) In the event of delays that are not the fault of the contractor, the contractor shall notify the ordering officer immediately. For such delays the contractor is responsible for providing evidence that its truck was delayed due to reasons beyond its control.

REDUCTION IN PRICE FOR LATE PERFORMANCE OF SERVICES (a) If the Contractor fails to furnish any truck within the time specified in an order issued hereunder, the Contracting Officer or Ordering Officer may deduct from the contractor's invoice 50,000 Italian Lire per hour, or fraction thereof. (b) No reduction shall be made unless the truck is more than one hour late. However, the one-hour grace period shall not be taken into consideration in calculating price reductions for periods of tardiness in excess of one hour. (c) This reductions also applies for any delays or late performance that occur during Sunday or holiday times.

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Example 4: Incentive to Properly Maintain Equipment and Make Timely Repairs

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The contractor shall maintain the machine to assure maximum down time of three days (72 hours). When the down time exceeds 72 hours, the Contractor shall deliver and install a back-up machine (same brand and model) to use during the down time.

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Example 5: Addition or Substitution of Personnel

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(a) A requirement of this contract is to maintain stability of personnel proposed in order to provide quality services. The Contractor shall assign only those key personnel listed in the Attachment whose resumes were approved and who are necessary to fulfill the requirements of the effort. The Contractor shall assign to any effort requiring non-key personnel only personnel who meet or exceed the applicable labor category descriptions.

(b) In the award of this contract, the Government may not have accepted all key personnel submitted by the Contractor. If 100% of the proposed personnel are not acceptable, then the Contractor shall, within 14 days of the award date of the contract, provide the resumes of proposed additional personnel along with information regarding the full financial impact of the change.

(c) No key personnel substitutions or additions will be made unless necessitated by compelling reasons including, but not limited to, an individual's illness, death, termination of employment, declining an offer of employment (for those individuals proposed as contingent hires), or maternity leave. In such an event, the Contractor shall promptly provide the information required by paragraph (d) below to the Contracting Officer for approval prior to the substitution or addition of key personnel. Proposed substitutions of key personnel shall meet or exceed the qualifications of personnel for whom they are proposed to replace. Fully compliant requests for substitutions or additions shall be submitted, in writing, to the Contracting Officer for approval at least 15 working days in advance of the proposed change.

(d) Requests for key personnel changes shall provide a detailed explanation of the circumstances necessitating the proposed substitutions or additions, a complete resume ³² the proposed change in accordance with the Attachment (resume format), information regarding the full financial impact of the change, and any other information requested by



Measuring Performance (Quality Assurance Surveillance Plan)

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Types of Surveillance

- Customer Complaints
- Random Sampling
- 100% Inspection
- Periodic Surveillance

Methods of Surveillance

- Management Information Systems
- Observation of Task Attributes
- Observation of Performance
- Other types of Surveillance

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Customer Complaints

- Measuring the level of customer satisfaction using customer complaints is the preferred method of determining vendor performance. This can be used in conjunction with any of the measures below.

Random Sampling

- This is the most appropriate method for frequently recurring tasks and is done to determine whether or not to accept the contractor's performance of a total lot of a particular task for a given period of time. Random sampling involves selection of the sample size for a specified performance criteria based upon the size of the lot to be sampled.

100% Inspection

- This is the preferred method for infrequently occurring tasks. This includes tasks that cannot be randomly sampled because the size of the lot is too small or in cases where the task performance requirements are very stringent. This method can be very expensive.

Periodic Surveillance

- This method consists of the evaluation of samples selected on other than a 100% or statistically random basis. An example would be weekly inspections at a specified and predictable time.

Other types of Surveillance



Methods of Surveillance

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Management Information Systems

- There may be information databases or database reports, either the government's or the contractor's, which will provide the information required to determine the quality of service.

Observation of Task Attributes

- It will be necessary to have physical observation of the task attributes to determine the quality of the service being performed. I.e., it may be necessary to actually observe the task outcome or output, such as customer service provided, in order to determine the level of vendor performance.

Observation of Performance

- It will be necessary to actually observe the procedures being conducted to determine the quality of service. This is distinguished from the observation of task attributes, as discussed above, in that the service process is observed and not just the service output or outcome.

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